

Membership Balance Plan

Overseas Schools Advisory Council U.S. Department of State

1. **Name.** Overseas Schools Advisory Council (OSAC)
2. **Authority.** 22 U.S.C. §2656
3. **Mission/Function.** The Overseas Schools Advisory Council was established March 1, 1967, by the Department of State to seek the advice of a selected group of American leaders from the business, foundation, and educational communities, on issues affecting the American-sponsored elementary and secondary schools abroad that are assisted by the Department of State. The main objectives of the Council are:
 - (a) To advise the Department of State regarding matters of policy and funding for the overseas schools.
 - (b) To help the overseas schools become showcases for excellence in education.
 - (c) To help make service abroad more attractive to American citizens who have school-age children, both in the business community and in Government.
 - (d) To identify methods to mitigate risks to American private sector interests worldwide.
4. **Points of View.**
 - (a) Perspectives that should be represented on OSAC. Members need to be executives of businesses and foundations and leaders in the professional and educational communities in order to provide advice to the Department in pursuing the goal of assuring quality education for U.S. citizen children attending Department-assisted schools overseas.
 - (b) Approximate number of individuals that should represent each area of expertise or perspective. The Council is a public-private partnership that

provides advice to the Department on issues affecting Department-assisted overseas schools. The Council's Charter authorizes 25 members. Of this number, 23 should be from the Business/Foundation Community and three from the Education Community. In addition, the Executive Secretary of the Council, who is the Director of the Office of Overseas Schools and a member of the Council's Executive Committee, is a professional educator. This mix ensures that the U.S. business community, whose overseas employees use these schools for the education of their dependents, continues as the Council's principal group for providing information and advice about issues affecting the schools. In addition this mix provides that the Department will have the views of professional educators on these issues. Through this approach, the Department has structured the Council in a manner that provides comprehensive information and advice on education issues affecting U.S. citizen dependents of overseas employees of private sector firms and those of USG agencies.

- (c) How appointments are made. The Department of State seeks members of the business, foundation and education communities for appointment as Representative members of their organizations on the Council. These individuals need to have strong interest in helping Department -assisted overseas schools become centers of excellence in education and in helping make service abroad more attractive to U.S. citizens with school-age children, both in the business community and in the U.S. Government. These individuals should also have experience at the policy making level in their organizations in order to provide advice to the Department on educational issues affecting these schools. Therefore, the Department strives, where possible, to appoint Representative members who are at the Vice President level or higher in their organizations. In addition, when a vacancy on the Council occurs, the Department first seeks to appoint executives from the same organization in order to assure continuity of experience and participation in Council activities.

5. **Other Balance Factors.** In addition to the above factors, the Department in making appointments to the Council seeks to have a mix of Representative members from both operating and human resources units of business organizations. Executives with operational responsibilities often have

served overseas in their organizations and have had children in Department-assisted overseas schools or have served on the boards of these schools. Human resources executives have responsibilities for policies and programs that support employees who are assigned to their organization's overseas offices or facilities. These policies and programs, which human resources business executives design and administer, usually include ensuring the availability of appropriate educational opportunities for the dependents of the organization's employees assigned abroad. This activity parallels the interest of the Department in providing for appropriate educational opportunities for the dependents of USG employees assigned overseas.

6. **Candidate Identification Process.** As stated above, the Department seeks members of the business, foundation and education communities for appointment as Representative members of their organizations on the Council. These individuals need to have a strong interest in helping Department-assisted overseas schools become centers of excellence in education and in helping make service abroad more attractive to U.S. citizens with school-age children, both in the business community and in the U.S. Government. These individuals should also have experience at the policy making level in their organizations in order to provide advice to the Department on educational issues affecting these schools. Therefore, the Department strives, where possible, to appoint Representative members who are at the Vice President level or higher in their organizations. In addition the Department seeks to have a mix of Representative members from both operating and human resources units of business organizations. Executives with operational responsibilities often have served overseas in their organizations and have had children in Department-assisted overseas schools or have served on the boards of these schools. Human resources executives have responsibilities for policies and programs that support employees that are assigned to their organization's overseas offices or facilities.

The key official that determines the balance on the Council is the Director of the Office of Overseas Schools. The Director serves as the Executive Secretary of the Council. When a Council vacancy occurs, the Executive Secretary first seeks to appoint a business executive from the same

organization who meets the balance requirements described above. The purpose is to assure continuity of experience and participation in Council activities. If such a candidate is not available, the Executive Secretary consults with Council members to identify candidates possessing the required balance factors from other U.S. businesses that do not have Representative members on the Council. Usually a suitable candidate is identified within 30 to 60 days.

OSAC appointments have no fixed term limit. Because many of the Council members are on career tracks in their organizations that lead to greater responsibilities and promotions, turnovers frequently occur and new members are appointed. On average, the Department appoints three to five new members annually.

7. **Subcommittee Balance.** The Council's Charter establishes an Executive Committee of the Council, a subcommittee comprised of selected members of the Council. The purpose of the Executive Committee is to assist and advise the Council on policy and financial matters relating to Department-assisted overseas schools. The Executive Committee provides advice to the Council on matters of policy and finance in preparation for meetings of the Council and develops and submits proposals to the Council for preliminary consideration prior to regular Council meetings. In addition, the Executive Committee performs all administrative functions related to Council meetings, such as setting the agenda, convening and adjourning meetings and preparing meeting minutes. The Council's Charter provides that the officers of the Executive Committee are the same as the officers of the Council. These are the Chair, the two Vice Chairs and the Executive Secretary. Other members of the Executive Committee will be selected from the membership by the Council Chair.

The Council's Charter provides that the Chair and the two Vice Chairs serve up to two terms of two years each or a maximum of four years. This turnover requirement helps to provide for new perspectives for the Council's activities. While the Council members that usually serve in these positions represent the U.S. business/foundation community, the Executive Secretary

is from the education community. In addition the Council Chair, in selecting other Council members for the Executive Committee, strives to choose members of the education community as well as female and minority members of the Council to provide for a broad range of viewpoints.

The Council has established an Education Committee that considers proposals from regional associations of overseas schools to enhance the educational programs of the Department-assisted overseas schools. The membership of this committee includes the Council Chair, one of the Vice Chairs, a Representative member from the education community, and two Representative members from the business/foundation community who have had several years of experience serving on the Council. This mix ensures a cross section of representatives from the Council's leadership and the education and business/foundation communities, as well as experience in carrying out the Council's activities.

8. **Other.** The Council currently has 19 Representative members who are senior business executives. Of this number, nine are women and one is a minority. These are not explicit balance factors in selecting Council members, but are highly desirable in achieving diversity of viewpoints on the Council.

9. **Date Prepared.** 10/20/2014.